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A CAHNERS PUBLICATION JULY 1989

graphic arts monthly

THE MAGAZINE OF THE PRINTING INDUSTRY

REFERENCE
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1989 Salary Survey

Figures for 21 Job Titles, By Region and Company Size

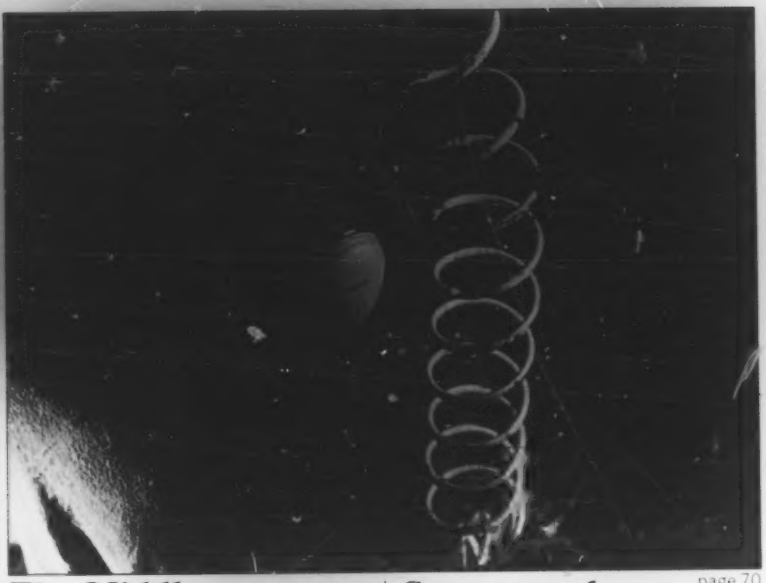
Issues & Answers: Middle-Management Gap • Page Description Languages

A CAHNERS PUBLICATION JULY 1989

graphic arts monthly

THE MAGAZINE OF THE PRINTING INDUSTRY

FEATURES



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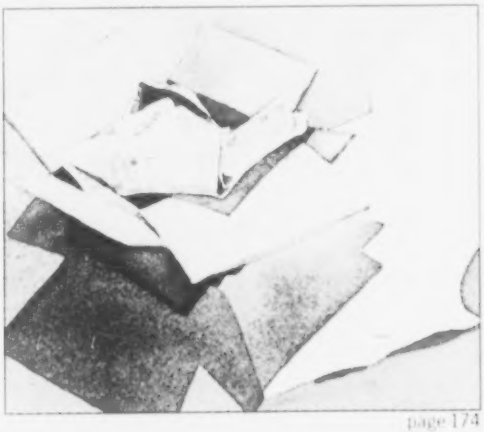

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Who Makes What

Readers in search of the biggest paychecks should stay out of the Mountain and West South Central states, particularly in the job positions of office manager and counter/order clerk, and steer away from printing companies billing less than $500,000 a year.

Rather, they should set their sights on the Middle Atlantic or New England regions, preferably in a larger company, either working on the management staff or in sales.

This is just one of the conclusions to be drawn from the results of GRAPHIC ARTS MONTHLY's first salary survey of the commercial printing industry (see adjacent double-gatefold form; if the detachable foldout has been removed, refer to ordering information at the end of this page).

Besides the actual salary averages for 21 common job titles, arranged by region and size of company both in terms of employee count and annual sales revenue, many other characteristics of the industry's salary schedules are uncovered, as well as qualifying information about the respondents. The survey concentrates on general commercial and quick printing firms; most of the respondents said

their job title is officer, partner, owner, or president. More than 90% of the companies were described as open shops.

Readers will find many uses for this salary information, ranging from mild curiosity to potential compensation with advancement to the possibility of relocation to another state. The figures might be used by managers for salary-setting purposes or by other individuals thinking about switching from a wage-rate position to a salaried one. Certainly the data will be valuable for recruitment or promotion purposes, either on industry-wide or individual-company basis.

Note that the figures given in the study are for base salary only, without regard to any extras. Also, no wage rates are given for operator positions.

When examining the study, notice the wide salary variations by region; from the lowest to the highest, most of the 21 job titles double in pay. In terms of sales revenue of the employing firms, all but two job titles more than double in pay from the smallest-size companies to the largest, more than half of them tripling in size, including all five job titles in the management staff category.

Additionally, three-fourths of the job titles roughly double in a comparison of the smallest-size firms and the largest in terms of number of employees. By far the largest spread is the chairman slot: from the smallest to the largest firms, the pay level soars more than sevenfold, from $33,000 to $250,000. Next in line is the president, which rises six times in size ($35,800 to $222,500), followed closely by the sales manager ($16,200 to $100,000), at about the same multiple, apparently indicating the value that the largest-size firms place on sales.

Additional copies of the GAM 1989 Salary Survey study can be purchased for $10 each. Contact Frank Pruzina, GRAPHIC ARTS MONTHLY Reprints, 1350 E. Touhy Ave., Des Plaines, Ill. 60018; be sure to send payment with order and make checks payable to Cahners Publishing Company.

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1989 Salary Survey

A revealing study of salary levels for 21 job positions in the U.S. commercial printing industry uncovers a few discernible patterns, confirms some ongoing trends, and points up several quirks. Generally speaking, in terms of pay levels, printing is portrayed as a stable and above-average career choice, particularly when the job slots require industry-specific training and skill.

At the same time, for a given job title there are substantial salary variances among geographic regions and between the smallest and largest firms.

Compared to the previous fiscal year, salary averages increased in three-fourths of the job categories, rising anywhere from about 3% to 5%. Only one—general manager—jumped significantly, by 16%; however, closer examination shows that last year the title trailed by $10,000 the other five jobs in its category.

Five positions posted pay decreases, three of which were less than 1%. The biggest dips were vice-president–sales and marketing, -5.9%, and vice-president–finance, -4.3%.

Regional variances are substantial; when comparing the lowest average salary to the highest across the nine regions, almost all job titles double in pay; two exceptions—office manager and counter/order clerk—rose about one-third and one-half, respectively.

Additionally, in a comparison of the smallest-size firms and the largest in number of employees, three-fourths of the job titles double in average pay.

This double-gatefold form is detachable and self-contained. Additional Survey copies can be purchased for $10 each. Contact Frank Pruzina, GAM Reprints, 1350 E. Touhy Ave., Des Plaines, Ill. 60018; send payment with order (make checks payable to Cahners Publishing Company).

21 Job Titles • 9 Geographic Regions

• National Averages • Breakdowns by Company Size •

Industry's Top Moneymakers

1989 SALARY SURVEY

	National Average	% Change from Previous Year	AVERAGE SALARIES By Region (See Key) Lowest	Highest	By Employee Count Less than 10	200 or more	By Company Revenue Less than $500,000	$20 million or more	AVERAGE SALARIES BY REGION (SEE KEY) New England	Middle Atlantic	South Atlantic	East South Central	East North Central	West North Central	West South Central	Mountain	Pacific
MANAGEMENT STAFF																	
Chairman of the Board	$51,400	5.3%	$36,000 (WSC)	$87,500 (NE)	$36,800	$237,500	$33,000	$250,000	$87,500	$54,100	$43,100	$37,500	$56,100	$49,100	$36,000	$44,100	$55,[illegible]
President	60,800	4.5	41,700 (WNC)	77,900 (MA)	40,400	164,800	35,800	222,500	57,700	77,900	46,800	45,000	72,100	41,700	47,300	50,000	77,[illegible]
General Manager	39,900	16.0	25,000 (WSC)	48,400 (MA)	31,400	86,500[3]	28,400	95,000	31,900	48,400	38,400	40,600	40,600	41,600	25,000	27,400	4[illegible]
VP—Sales & Marketing	47,900	5.9	37,300 (SA)	81,700 (NE)	30,500	85,100	27,100	92,500	81,700	54,000	37,300	—	51,100	43,200	49,600	—	5[illegible]
VP—Finance	44,700	4.3	28,500 (WNC)	55,000 (NE)	19,700	77,000	18,400	105,000	55,000	51,900	—	30,000	51,600	28,500	29,700	—	4[illegible]
VP—Manufacturing	46,000	2.2	31,900 (WSC)	72,500 (MA)	33,000	84,800	23,300	84,800	—	72,500	34,000	50,000	43,900	40,400	31,900	—	[illegible]
OFFICE FINANCIAL																	
Controller	32,900	0.9	19,500 (P)	48,300 (MA)	14,200	47,500	12,600	50,500	44,000	48,300	29,200	34,700	40,100	23,400	26,500		
Estimator Planner	30,600	4.4	23,400 (WNC)	45,100 (MA)	28,000	37,800	16,300	41,000	33,600	45,100	24,900	27,700	25,500	23,400	34,000		[illegible]
Office Manager	21,400	1.9	17,400 (M)	23,500 (SA)	19,200	34,000	15,400	34,000	—	23,400	23,500	19,500	19,100	22,000	20,700		[illegible]
PRODUCTION MANAGEMENT																	
Plant Manager	33,100	5.8	23,400 (ESC)	42,300 (WNC)	23,600	65,000	19,900	64,300	41,000	37,100	25,600	23,400	31,000	42,300	41,100	24,600	[illegible]
Production Manager	27,000	0.4	20,800 (M)	36,900 (MA)	21,500	55,200	21,300	60,300	24,400	36,900	23,900	21,900	27,400	23,100	31,700	22,800	[illegible]
Production Scheduler	24,200	4.3	17,000 (SA)	35,000 (MA)	20,000	35,900	16,300	39,100	20,000	35,000	17,000	19,300	28,200	23,500	—	—	2[illegible]
DEPARTMENT FOREMAN																	
Composition Foreman	21,200	0.9	15,600 (M)	25,700 (MA)	17,800	44,000	16,100	44,000	24,700	25,700	23,200	19,300	20,900	20,400	20,600	15,600	[illegible]
Prep Department Foreman	29,400	1.7	14,700 (M)	35,000 (MA)	19,200	47,000	18,000	48,800	32,700	35,000	27,900	22,300	34,200	24,400	29,700	14,700	[illegible]
Press Department Foreman	26,300	3.5	18,500 (M)	35,000 (MA)	21,100	46,000	20,200	48,600	34,100	35,000	26,300	23,900	25,300	22,600	25,300	18,500	[illegible]
Bindery Department Foreman	24,600	5.6	16,700 (M)	37,000 (MA)	14,800	47,200	14,000	51,900	21,700	37,000	21,600	26,100	22,600	20,500	23,000	16,700	[illegible]
Maintenance Foreman	28,900	2.1	17,600 (WNC)	36,000 (MA)	19,400	36,400	10,500[4]	43,000	—	36,000	27,200	—	34,000	17,600	19,300	—	[illegible]
SALES MARKETING																	
Sales Manager	40,900	5.4	21,000 (WSC)	59,000 (NE)	25,300	80,700[1]	24,800	68,400	59,000	36,800	32,400	30,000	44,200	55,000	21,000	48,800	35,800
Sales Representative	33,000	3.1	19,000 (WSC)	45,400 (MA)	19,400	62,700	16,200	100,000	33,300	45,400	31,600	21,600	40,200	28,500	19,000	24,200	31,300
Customer Service Manager	23,800	8.2	14,200 (WSC)	30,000 (MA)	19,000	39,000	16,000	40,300	25,800	30,000	26,700	20,900	24,300	23,100	14,200	21,300	25,100
Counter Order Clerk	13,300	3.9	11,500 (WSC)	17,300 (NE)	11,800	18,000[1]	11,800	23,000	17,300	15,400	11,900	—	12,800	13,600	11,500	12,400	14,000

Footnotes: 1) 150–199 employees. 2) 20–49 employees. 3) 100–149 employees. 4) $500,000–$999,999 in revenues

ABOUT THIS SURVEY

In late March, a cover letter and two-page questionnaire was mailed to 2,000 readers in preparation for this survey of annual salaries in the commercial printing industry. They were selected on an Nth name basis from Graphic Arts Monthly's controlled circulation, pinpointing readers whose company's primary business is general commercial printing and quick printing, and whose primary job function is business management. Three of four respondents was an officer, partner, owner, or president.

When the survey closed, 360 respondents had completed and returned the questionnaire, for a response rate of 18%.

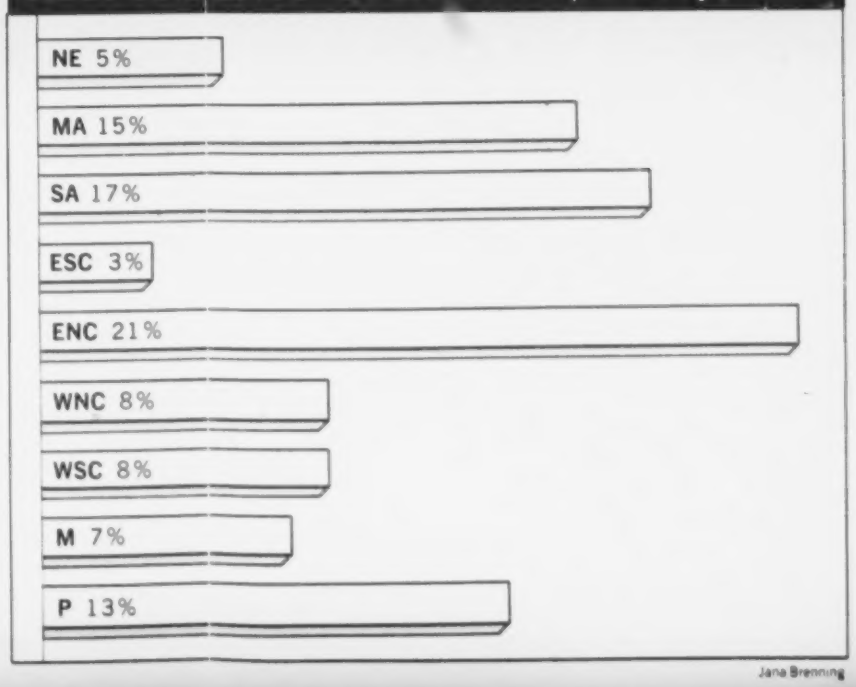
A total of 21 job titles are covered here. National average salaries for each appear, along with the percent change from the previous year.

Average salaries in three major segments are shown: by region, by total number of employees at the respondents' location, and by annual sales revenue in the respondents' firm. Salaries in individual categories are based on the respondents answering in that category. In all cases, figures given are for base salary only; period covered is the current fiscal year.

In supplying the requested information, respondents were quite honest, accurate, and thorough (the tables above are more than 93% complete). Readers are encouraged to spend some time in studying the information, analyzing trends, and making comparisons between job titles, regions, and company sizes.

Angela Venturino, Mary Connors, and Cathy Hoey of the market research department of Cahners Publishing conducted the study. Assistant Editor Lisa Cross, Editor Roger Ynostroza, Art Director Karen Lehrer, and Production Editor Mick Andreano planned and coordinated the project and prepared it for presentation. GAM Project Editor Debora Clesh Toth compiled the CEO information.

RESPONDENTS' LOCATIONS (See Key)



Jane Brenning

HIGHLIGHTS

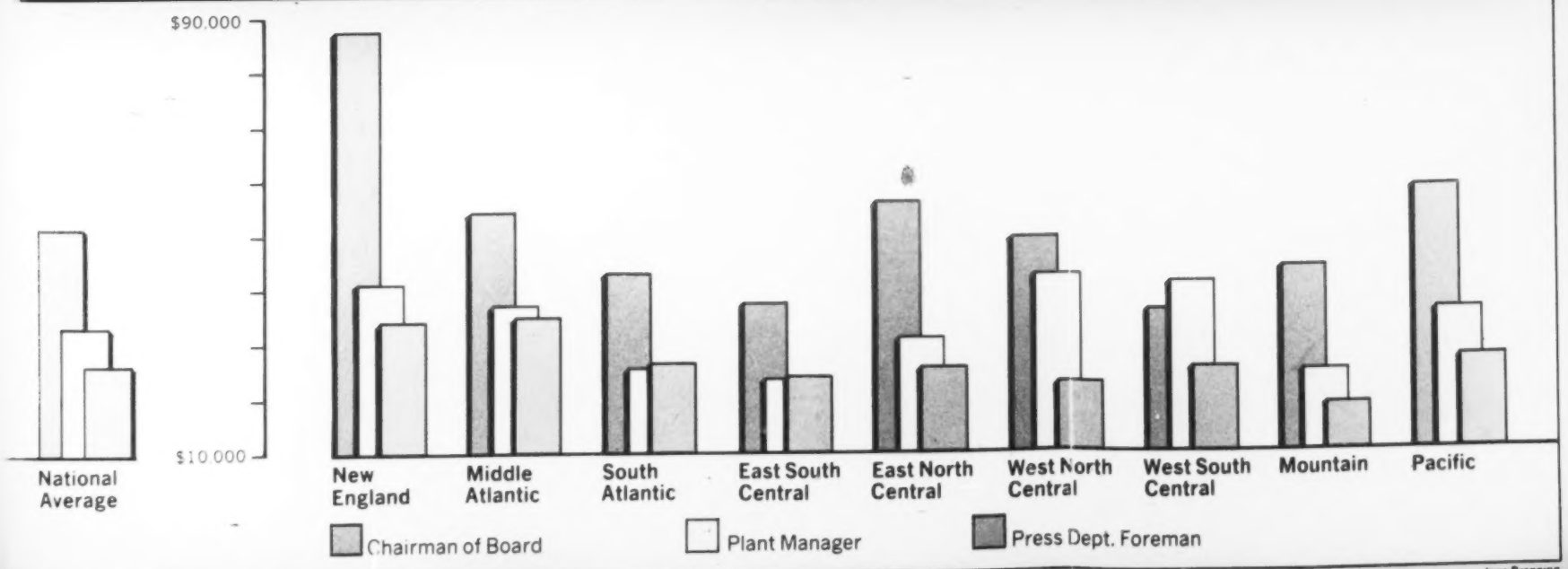
The survey uncovered these items of interest:

- Respondents' firms averaged $2.2 million in annual sales revenue in 1988.
- Firms reported an average of 20.5 employees, with an average of 19 full-time employees and 3.1 part-time/temporary employees for 1988.
- 91% of the respondents described their company as an open shop; 4% said it is a union shop; and 4% described it as a combination.
- When combined, the Mountain and the West South Central states make up the lowest-paying jobs for 13 of the 21 job titles. The salaries for these titles fall well below the U.S. average.
- Compared to the overall U.S. average, prep department foremen in Mountain states earn 50% less, and in the four states that make up the West South Central region, sales managers earn 49% less, sales representatives earn 41% less, and customer service managers earn 40% less.

COMPILED BY GRAPHIC ARTS MONTHLY

	AVERAGE SALARIES BY EMPLOYEE COUNT							AVERAGE SALARIES BY COMPANY REVENUE					
	Less than 10	10-19	20-49	50-99	100-149	150-199	200 or more	Less than $500,000	$500,000-$999,999	$1 million-$4.9 million	$5 million-$9.9 million	$10 million-$19.9 million	$20 million or more
MANAGEMENT STAFF													
Chairman of the Board	$36,800	$41,300	$82,000	$75,000	$ 86,300	—	$237,500	$33,000	$43,800	$84,000	$ 77,500	—	$250,000
President	40,400	76,100	78,000	93,800	115,600	$122,500	164,800	35,800	69,700	90,900	100,800	$155,000	225,500
General Manager	31,400	35,900	52,500	66,400	86,200	86,500	—	28,400	38,100	50,700	69,100	—	95,000
VP—Sales & Marketing	30,500	28,400	65,400	65,500	72,500	—	85,100	27,100	36,300	58,300	71,000	—	92,500
VP—Finance	19,700	31,800	—	40,700	38,500	—	77,000	18,400	30,500	49,600	47,400	73,500	105,000
VP—Manufacturing	33,000	31,300	55,000	59,500	42,000	—	84,800	23,300	41,200	51,800	52,000	—	84,800
OFFICE FINANCIAL													
Controller	14,200	27,600	31,000	31,000	35,000	—	47,500	12,600	18,800	35,000	33,200	49,000	50,500
Estimator/Planner	28,000	17,200	30,400	39,700	—	35,500	37,800	16,300	20,200	30,600	34,900	38,300	41,000
Office Manager	19,200	20,800	24,400	24,200	—	27,500	34,000	18,400	20,800	24,700	—	27,000	34,000
PRODUCTION MANAGEMENT													
Plant Manager	23,600	28,900	39,000	49,700	56,500	62,500	65,000	19,900	31,000	39,300	52,200	54,900	64,300
Production Manager	21,500	23,400	32,100	38,800	33,400	—	55,200	21,300	20,800	31,900	37,000	—	60,300
Production Scheduler	20,000	16,500	21,900	20,000	19,000	31,500	35,900	16,300	—	20,600	21,000	37,000	39,100
DEPARTMENT FOREMAN													
Composition Foreman	17,800	21,600	26,300	25,200	28,300	32,500	44,000	16,100	21,100	26,100	28,400	32,800	44,000
Prep Department Foreman	19,200	27,000	29,100	36,200	36,800	36,500	47,000	18,000	20,100	33,000	33,000	45,500	48,800
Press Department Foreman	21,100	26,700	30,600	39,400	38,200	44,700	46,000	20,200	23,800	34,800	38,100	47,700	48,600
Bindery Department Foreman	14,800	19,900	27,000	34,700	29,300	35,000	47,200	14,000	17,200	25,800	31,400	38,000	51,900
Maintenance Foreman	—	—	19,400	35,000	26,700	36,500	36,400	—	10,500	17,300	29,000	32,400	43,000
SALES MARKETING													
Sales Manager	25,300	32,000	53,000	—	80,700	—	—	24,800	26,400	48,200	60,000	—	68,400
Sales Representative	19,400	29,100	36,100	44,800	39,700	—	62,700	16,200	23,400	37,300	43,100	62,700	100,000
Customer Service Manager	19,000	16,100	21,600	28,600	27,500	26,000	39,000	16,000	18,000	24,000	28,100	—	40,300
Counter/Order Clerk	11,800	15,000	16,700	16,000	—	18,000	—	11,800	15,300	16,300	16,400	—	23,000

HOW THREE JOB TITLES VARY BY REGION



Jana Brenning

THE TOP MONEYMAKERS

Shown here are the base salaries of the chief executive officers of leading publicly-held printing companies appearing on the most recent GAM 101 ranking. The information, compiled by phone interviews, company materials, and proxy statements, is for the most recent fiscal year.

John R. Walter **$668,613**
R.R. Donnelley & Sons Company, Chicago, Ill.
Harold V. Haverty **$510,231**
Deluxe Corporation, St. Paul, Minn.
Nelson S. Gifford **$354,000**
Dennison Manufacturing, Framingham, Mass.
Pierre Peladeau **$200,000***
Quebecor, Montreal, Quebec, Canada
Joseph A. Marino **$365,251**
Western Publishing Inc., Racine, Wis.
Harry W. Earle **$425,828**
George Banta Company, Inc., Menasha, Wis.
J. William Robinson **$472,406**
John H. Harland Company, Atlanta, Ga.
Mark C. Pope **$319,400**
Graphic Industries Inc., Atlanta, Ga.
Wallace Stettinius **$254,200**
Cadmus Communications Corp., Richmond, Va.
H.William Lurton **$850,067**
Jostens, Minneapolis, Minn.

** Canadian dollars*

KEY TO REGIONS

This survey is based on the following nine geographic regions of the United States:

New England (NE): Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, Connecticut.

Middle Atlantic (MA): New York, New Jersey, Pennsylvania.

East North Central (ENC): Ohio, Indiana, Illinois, Michigan, Wisconsin.

West North Central (WNC): Minnesota, Iowa, Missouri, North Dakota, South Dakota, Nebraska, Kansas.

South Atlantic (SA): Delaware, Maryland, District of Columbia, Virginia, West Virginia, North Carolina, South Carolina, Georgia, Florida.

East South Central (ESC): Kentucky, Tennessee, Alabama, Mississippi.

West South Central (WSC): Arkansas, Louisiana, Oklahoma, Texas.

Mountain (M): Montana, Idaho, Wyoming, Colorado, New Mexico, Arizona, Utah, Nevada.

Pacific (P): Alaska, Washington, Oregon, California, Hawaii.